



Public Engagement Strategy

Flagstaff Climate Action and Adaptation Plan

December 2017 – DRAFT



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Public Engagement Strategy

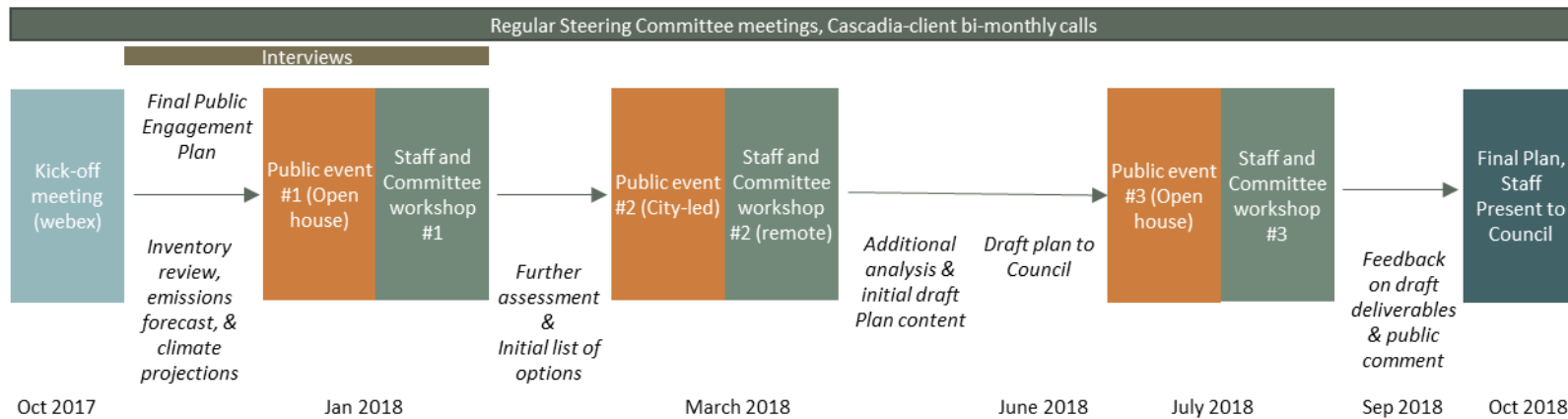
Background

The City of Flagstaff is developing a Climate Action and Adaptation Plan (CAAP) to reduce greenhouse gas emissions and prepare residents, businesses, and local partners and government institutions for a changing climate. The plan will consolidate and highlight progress made by the community to date, as well as provide a roadmap for the community that includes goals, strategies, actions, and timeframes for addressing climate mitigation and adaptation needs in the community.

A robust public engagement process that identifies the needs and wants of City residents, businesses, local partners, tribes, and other institutions will help ensure that the CAAP is widely supported and reflects the broader community's goals and vision. **This Public Engagement Strategy (PES) has been developed to provide a strategic framework for communications and public engagement around development of the City's Climate Action and Adaptation Plan.** The PES outlines public engagement communications goals, key messages, milestones, and stakeholders. It also identifies strategies and tactics to engage the public and solicit feedback.

A consultant team led by Cascadia Consulting Group will work with the City of Flagstaff over the next year to implement the PES, assessing community needs and engaging the public in order to craft a comprehensive and actionable Climate Action and Adaptation Plan.

Climate Action and Adaptation Plan Timeline



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Task 1. Project Initiation													
Project kickoff meeting	x												
Draft and final work plan	x												
Draft and final Public Engagement Strategy		x											
Committee kickoff meeting	x												
Task 2. Inventory and Forecasting													
Validated municipal & community inventories				x									
Consumption-based inventory <i>(optional)</i>					x								
BAU forecast				x									
Goal-based forecasts					x								
Emission scenarios						x							
Task 3. Risk & Vulnerability Assessment													
Draft and final climate changes summary				x									
Community vulnerability and risk summary					x								
Summary for the plan and presentation						x							
Task 4. Dev. of Mitigation & Adaptation Measures													
List and analysis of mitigation measures						x		x					
List and analysis of adaptation measures						x		x					
Staffing analysis									x				
List of shovel-ready projects									x				
Research into funding opportunities									x				
Task 5. Outreach & Engagement													
Steering Committee Meetings													
Outreach Group coordination													
First public event / workshop				x									
Interim public event / workshop						x							
Final public event / workshop										x			
Interviews with external stakeholders													
Workshop toolkit			x										
Task 6. Climate Action & Adaptation Plan													
Draft, revised & final Implementation Plan & toolkit									x				
Draft, revised & final M&E Plan									x				
Initial draft of Climate Action & Adaptation Plan									x				
Revised draft of Climate Action & Adaptation Plan													
Public comment													
Public comment review													
Final draft of Climate Action & Adaptation Plan													
City staff presentation to City Council													
Project Management													

Public Engagement Goals and Objectives

The City is committed to providing an open and inclusive public engagement process with ample opportunities to inform and involve the public throughout the CAAP development process. Local residents, community stakeholders, and relevant organizations will have opportunities to share their priorities and expectations with the project team throughout the course of the update, whether it is through the Flagstaff community forum, a “coffee and climate” conversation, participation in an open house, or an in-person interview.

The following goals will help guide the public engagement and communications strategy. Note that the primary goal of this effort is to inform the planning process. The project team will strive to also address the broader issues around climate science and action through this process; however, outreach and engagement around these issues could also be included in the future as part of plan implementation.

Goal A	<p>Promote an understanding of the purpose, motivation, and value for the project (including an understanding of how the work impacts you) and the process leading to the final decisions.</p> <p>Objective: Deliver honest and consistent messaging to the public.</p> <p>Objective: Clearly describe the focus and boundaries of the plan, how the plan is to be used, and the role that public input and informed decision-making play in the final plan.</p>
Goal B	<p>Obtain community feedback on the plan that is representative to guide decision-making and get support from elected officials.</p> <p>Objective: Recruit diverse and representative participation across demographic indicators such as gender, age, ethnicity, income, and political affiliation.</p> <p>Objective: Solicit input from key stakeholders including relevant institutions, community organizations, tribal representatives, and businesses.</p> <p>Objective: Provide multiple avenues/methods for community members to learn about the plan and provide feedback.</p>
Goal C	<p>Ensure that the Climate Action and Adaptation Plan provides clear direction for implementation, builds in accountability, and identifies common language and key messages.</p> <p>Objective: Provide ample opportunities for the public to voice their priorities and expectations throughout the process</p> <p>Objective: Solicit public input in a manner that is meaningful, inclusive, representative, and provides clear direction.</p>

Key Messages

These answers to important questions will be used to encourage broad participation by City residents, businesses, and organizations in the CAAP development process.

Why should I participate in the Climate Action and Adaptation Plan development process?

- This is your opportunity to tell us your priorities and concerns when it comes to sustainable City and community practices and policies related to climate change.
- This is also an opportunity to highlight and bring together, in one place, a compendium of actions and progress that you, your City, and your community have made related to efficiency and sustainability.
- The City has limited resources and many competing demands. In guiding future City funding priorities, we want to be as responsive as possible to individual and community shared priorities and needs.
- This plan will lead directly to projects and money spent on the ground. It is not just a guidance document; by participating, you have an influence on public spending and project implementation.
- The plan helps build a more resilient, responsive, and sustainable Flagstaff for its residents, businesses, and visitors.
- Various neighborhoods and groups in Flagstaff will be impacted differently by climate change. By participating, you can voice specific concerns and priorities for your neighborhood or other communities you interact with.
- Purpose of CAAP: Identify priorities for reducing greenhouse gas emissions and preparing for climate change impacts in the city of Flagstaff and among the city's local partners and affiliates.

Why is the Climate Action and Adaptation Plan being developed now?

- Greenhouse gas emissions from transportation, energy use, land use change, and other sources are changing our climate in ways that could put the Flagstaff community at risk. Projected changes in temperature, snowpack, severe storms, and wildfire risk could threaten Flagstaff infrastructure, natural resources, and public health. By taking action to reduce the city's emissions and prepare for climate risks, the Flagstaff community will position itself to be ahead of the curve and protect the health and well-being of its citizens and economies.
- The City and community have taken action toward reducing emissions and addressing sustainability for many years, including completion of the city's Resiliency and Preparedness Study. To optimize the use of resources and funds moving forward, we need a comprehensive, coordinated, and community-wide strategy.
- Climate action and preparedness can lead to significant benefits for a community. A Plan will help us to better understand the return on investment of climate action and the potential opportunities that can be created.
- Since 2008, the City has completed annual comprehensive greenhouse gas inventories of its community and city operations. These inventories provide a clear baseline for identifying priorities and tracking progress toward reducing emissions.
- The plan will build on past efforts to establish a clear road map of priority actions and projects to be completed in the short- and long-term. A community conversation is necessary to broaden climate efforts and help direct on-the-ground project implementation funding.

How will my input be used?

- Community input will be considered along with input from City staff and a Steering Committee made up of city residents and representatives of local institutions and organizations, and together with careful evaluation of potential actions against agreed-upon metrics such as cost, effectiveness, and feasibility, to help identify recommendations for priority actions. Specifically, your input will be analyzed and considered in devising the overarching goals, vision, and targets; sectors of focus; and implementation strategies and actions of the plan.
- This plan marks the beginning of an ongoing, iterative process that will evolve and grow over time. Actions or issues that cannot be addressed through this plan will be listed as suggested actions suitable or complementary to other projects, programs or services as deemed appropriate.

Stakeholders

The City seeks to engage a representative cross-section of Flagstaff residents throughout the public engagement process, including the science community, conservation groups, tribal members,¹ low-income communities, and people not traditionally engaged in sustainability issues and programs. Specifically, the goal is diverse participation across socio-economic, racial, and ethnic backgrounds.

Key stakeholders for the City of Flagstaff Climate Action and Adaptation Plan include the following:

- Flagstaff City Council
- City of Flagstaff staff, including the Leadership team, FWPP, Water Services, Emergency Services/Response, Community Investment
- Steering Committee
- Sustainability Commission
- Utilities
- Full-time and part-time residents of the City of Flagstaff and those living in unincorporated areas close to the city
- Local organizations, institutions, and businesses (see detailed list below)
- Indigenous community members

Strategies for engagement differ depending on the type of stakeholders. As described in the table below, some stakeholders are *informed* about key steps and decisions, others are *consulted*, some *collaborate*, and finally, one stakeholder group, such as City leadership, *shares decision-making*. These types of stakeholder engagement and strategies are described in the table below.

Types of Engagement*		Strategies
Inform	Educate members of the stakeholder group about the rationale for the project or decision; how it fits with City goals and policies; issues being considered, areas of choice or where input is needed.	Website + City newsletter Public events Climate Coffee Conversations Newspaper articles Push notifications Social media
Consult	Gather information and ask for advice from stakeholders to better inform plan development.	Flagstaff Community Forum Surveys Workshops & toolkit One-on-one interviews
Collaborate	Create a partnership with key stakeholder groups to work along with the City in developing and implementing the planning process or project.	Steering Committee
Shared Decision-making	Decision-makers delegate decision making power to stakeholders or give them a formal role in making final decisions to be acted upon.	Steering Committee City staff leadership City Council

*Adapted from City of Seattle's Inclusive Outreach and Public Engagement Guide

¹ We will seek to engage with tribally designated representatives that are appointed or confirmed to speak on behalf of the tribe by Tribal leadership. Input from other “non-official” tribal representatives—such as those affiliated with locally led grassroots organizations and organized groups—will also be considered.

The following table includes a detailed list of organizations, institutions, and businesses that will be targeted for engagement in the planning process. The goal of stakeholder engagement with these groups will be to *inform* them or to *consult* with them about the process. Stakeholders who also have representation within the steering committee are indicated with an asterisk (*). Bolded stakeholders were identified as priority based on representation, reach, and/or expertise.

Stakeholder Groups
Community Stakeholders <i>Neighborhood Associations:</i> Sunnyside, La Plaza Vieja, Southside, Townsite Senior Centers: Peaks, Joe C Montoya <i>Indigenous Community Forum*</i> Native Americans for Community Action* Black Mesa Water Coalition <i>Northern Arizona Interfaith Council</i> <i>Northern Arizona University Students,</i> Coconino Community College Students Civic, social justice, and political groups: <i>Northern Arizona Leadership Alliance,</i> Flagstaff Liberty Alliance, Flagstaff Pride, Friends of Flagstaff's Future Hispanic community: Coconino Hispanic Advisory Council, Chicanos Por La Causa - CPLC Parenting Arizona in Flagstaff, Flagstaff Nuestras Raíces, Iglesia De Dios Emanuel, Latino Outdoors Flagstaff
Technical Partner Stakeholders NAU Professors: Buck Sanford, ecologists, climate experts* Rocky Mountain Research Station USGS <i>Museum of Northern Arizona</i> <i>Grant Canyon Trust*</i> <i>Lowell Observatory*</i> <i>The Arboretum at Flagstaff</i> <i>U.S. Forest Service</i> – Coconino National Forest and Kaibab National Forest NACOG Bureau of Land Management Environmental Protection Agency, Local Officials/Representatives Arizona Floodplain Management Association <i>City of Flagstaff Divisions:</i> FWPP, Water Services, Public Works, Flagstaff Fire Department, Flagstaff Police Department <i>Coconino County Departments:</i> Sustainable Building Program, Public Health, Emergency Services
Sector-Specific Stakeholders Tribal Hopi Tribe, Office of the Chairman & Vice Chairman Hopi Tribe; Department of Natural Resources, Water & Energy Team, Hopi Cultural Preservation Office National Congress of American Indians Navajo Nation, Office of the President & Vice President Navajo Nation, Division of Natural Resources & Department of Energy

Indigenous Community Forum

Business / Commercial

Business Associations: *Greater Flagstaff Chamber of Commerce**, *Downtown Business Alliance*

Large commercial property / facilities managers

Small, local businesses

Construction and development companies

Economic development entities: EcoNa, NACET, *County Small Business Development*, *City of Flagstaff*

Community Investment*

Hopi Tribe Economic Development Corporation

Hopi Three Canyon Ranch

Office of Tourism / CVB

Babbitt Ranches and Nordic Village

Coconino County Cattle Growers (President Jim Parks)

Coconino County Farm Bureau (President Benny Aja)

Flagstaff Community Markets (Art Babbott – access to local farmers and producers)

Northern Arizona Building Association

Snowbowl

W.L. Gore

Utilities

APS

Unisource

NAU

Academic programs, centers, and institutes: CSS, Institute of Tribal Environmental Professionals

Student organizations: *Environmental Caucus* and Action Teams, Our Climate

Leadership, sustainability staff

Transportation, including Biking

*Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)**

Flagstaff Metropolitan Planning Organization

Flagstaff Biking Organization

Bicycle Advisory Council

Pedestrian Advisory Council

Environmental Organizations

Flagstaff Climate Action Council (FCAC)

*Grand Canyon Trust**

Sierra Club

Friends of Flagstaff's Future

Citizens Climate Lobby

Nature Conservancy

Friends of the Rio de Flag

Northern Arizona Climate Change Alliance

Black Mesa Water Coalition

Diablo Trust

Center for Biological Diversity

Public Health

North Country

Coconino County Public Health Services

Flagstaff Medical Center

Public and private schools, community colleges

FUSD, Willow Bend, STEM City, Camp Colton, TerraBirds, Grand Canyon Youth, Coconino Community College

Public Engagement Approach

The following section outlines public engagement methods for the Flagstaff CAAP and upcoming public engagement milestones.

In order to ensure a robust public engagement process that reaches a broad section of residents and stakeholders, our approach includes the following activities:

1. Host **workshops** for City staff and Steering Committee members to solicit input and vet key decisions, and support monthly **meetings** to coordinate with the Steering Committee and Outreach Group to identify outreach methods and targeted events.
2. Host **three public events** to solicit input on plan priorities, goals, and strategies.
3. Develop a **workshop toolkit** for use by organizations interested in facilitating additional public workshops.

With additional City and Steering Committee resources, the planning process will also include the following:

4. Host monthly **“coffee and climate” conversations**.
5. Convene a group of **technical advisors** at key points in the process.
6. Conduct **one-on-one interviews and meetings** with key stakeholders.
7. **Present to community groups** on the Climate Plan process.
8. Administer **Flagstaff Community Forum** surveys.

These activities and approaches for promoting them are described in more detail below.

Roles

General roles and responsibilities for implementation of this Public Engagement Strategy are as follows, and detailed in the sections that follow:

Consultant Team	City	Steering Committee / Outreach Group
<ul style="list-style-type: none"> • Plan and facilitate workshops and public events • Draft promotional content, interview guide, and survey questions • Engage in additional meetings with key stakeholder groups (up to 4) • Develop and organize stakeholder interviews 	<ul style="list-style-type: none"> • Manage project website • Support preparation and day-of event logistics, including refreshments and materials • Coordinate project social media, newspaper, and radio promotion • Host “coffee and climate” conversations with both the public and Steering Committee members • Administer community forum surveys • Help conduct one-on-one stakeholder interviews • Brief City Council and City leadership team • Present to community groups 	<ul style="list-style-type: none"> • Promote through listservs, websites, person-to-person outreach, community meetings, and social media • Attend all public events • Participate in monthly “coffee and climate” conversations • Introduce workshop toolkit to advocacy organizations such as FCAC and NAU CSS • Present to community groups • Help conduct stakeholder interviews

1. Workshops and Meetings

The consultant team will prepare for and facilitate a series of workshops to solicit input from City staff and Steering Committee members and vet key findings and decisions. The workshops will be parallel in format for City staff and Steering Committee members, likely including a combination of presentation, breakout group activities, and larger group discussion. Inputs and decisions made during these workshops will inform plan development. The workshops will occur at key points in the planning process:

- **Workshop #1: Present Findings, Clarify Goals, Identify Strategies.** The first workshop, facilitated by Cascadia staff, will allow City staff and Committee members to 1) understand baseline conditions, including GHG inventory, initial climate vulnerability analysis findings, SWOT (strengths, weaknesses, opportunities, threats) analysis, and initial public input from the open house; 2) identify goals, priorities, and important barriers to action; 3) begin brainstorming a list of potential near-term actions; and 4) agree on a list of criteria for evaluating actions.
Outcome: Draft vision and goals, initial list of potential mitigation and adaptation measures, screening criteria.
- **Workshop #2: Initial Options Screening.** With an initial list of options compiled, including suggestions from the second public event, City staff and Committee members will conduct an initial screening of options to shortlist and prioritize potential strategies. Typical criteria used for screening at this stage include affordability, technical feasibility, and flexibility, effectiveness in addressing the climate impacts of concern, equity, and co-benefits.
Outcome: Shortlist of potential mitigation and adaptation measures to submit to further evaluation.
- **Workshop #3: Refine Options.** In the third workshop, facilitated by Cascadia staff, City staff and Steering Committee members will draw from the list of prioritized and evaluated strategies to begin developing an implementation plan. This phase of the process and the associated documentation will be essential for success: the resulting plan must be action-ready, meaning that priorities are clearly established, resources are available for implementation, offices and individuals are aware of their responsibilities, and the Plan aligns well with other civic initiatives.
Outcome: Definition of timelines, roles, and responsibilities for each action.

The consultant team will also coordinate with the City around strategic engagement for up to 4 full meetings. These meetings could include a combination of the following:

- Steering Committee meetings
- Special meetings with stakeholders, for example tribal representatives or the Flagstaff Climate Action Council
- Council briefings
- One-on-one meetings with key stakeholders
- Attendance at existing community meetings

2. Public events

The consultant team will organize public events to solicit in-person input at three key points of the planning process (1) goal setting and options development, (2) review and prioritization of shortlisted strategies and (3) review of the draft plan. These events will be designed to be informative and interactive, possibly including interactive stations, each staffed by a project team member to answer questions and facilitate input. We may

use the Flagstaff Community Forum to solicit input prior to public events. Translators will be available for those with limited English proficiency.

The consultant team will coordinate with the City to develop promotional content for the open houses, which will be distributed at a set schedule prior to the event (see “Open house promotion” section below).

Objectives and outcomes for each public event are summarized below:

- **Open House: *Issues, Opportunities, and a Vision of a Resilient, Low-Emissions City*.** Conducted in late January 2018, this open house will give the public the opportunity to hear highlights from the GHG inventory and climate projections, learn about the objectives of this plan, and understand opportunities for public input throughout the process and how that input will be used. Using interactive stations, we will also ask people to rank their priorities and concerns and collect ideas for actions that the City and residents could take to reduce emissions and build resilience.
Outcome: Public understanding of opportunities for engagement in the planning process. Flagstaff community vision, concerns, and priorities for climate action. List of potential mitigation and adaptation measures for consideration and screening by City staff and the Committee.
- **Panel Discussion or Open House: Progress Update and Feedback on Options.** Scheduled for late March 2018, this event, led by the City with prep support from Cascadia, will give the public the opportunity to hear about planning progress to date in each sector, give feedback on the relative priority of adaptation and mitigation options, identify gaps, and express any concerns. We have learned that a panel discussion is an effective mid-point event, as turnout tends to be lower than at the first and final events and there can be more substantive questions or concerns to address in plenary.
Outcome: Clear sense of public opinion regarding potential mitigation and adaptation measures, to inform staff workshop discussion on prioritization.
- **Open House: Actions and Implementation.** This open house will be led by the Cascadia team in late July. The event will give the public the opportunity to comment on the draft Plan and highlight actions and lessons that should form part of the Community Action Toolkit.
Outcome: Understanding of public reactions to draft Plan, to inform final revisions; ideas for making the Toolkit appealing and useful.

Open house promotion

Open houses will be promoted through the following venues:

- Steering Committee and Outreach Group members will advertise through listservs, on-line calendars, community websites, public bulletin boards, and local community groups and organizations, such as neighborhood associations. The consultant team and City will generate all promotional content to be used through these venues, including email templates and a flyer summarizing the public event series.
- The consultant team will work with the City and Steering Committee members to plan a **social media campaign**. City staff will coordinate with Steering Committee members to update social media and designate “digital ambassadors” to provide updates during public events.
- Steering committee and Outreach Group members will facilitate **word-of-mouth communication** with local contacts and get a buzz going about the public events by making announcements at **community meetings** such as business association and environmental organization meetings.

- The City will assist in hosting and maintaining a **webpage** through the City website that provides an overview of the project and its status, open house information, and links to draft documents for public comment. The consultant team will assist in generating website content.
- The consultant team will coordinate advertising through the Arizona Daily Sun **newspaper** to advertise, and use “push notifications” as budget permits, for public events and to showcase key findings such as the GHG inventory. We will also send press releases to Hopi & Navajo community newspapers, including Navajo Times, Nava-Hopi Observer, and Hopi Tutuvehni.
- The City will assist with advertising to local **radio stations**, including KTAR, KTNN, KUYI, KNAU, and KAFF, RadioSunnyside.
- The City could also consider adding information into residential **utility bills** (e.g., water, solid waste).
- To the extent possible, we will also strive to **translate** outreach materials to other languages, such as Spanish and Hopi.

Promotion for each public event will generally proceed as follows:

- **One month prior:** send information out to listservs; update websites and community calendars; create and publish community forum survey that will complement the event
- **Two weeks prior:** send press release to newspapers; put up flyers
- **One week prior:** send reminder to listservs; check that flyers are still up
- **Weekly up to one month prior:** post on social media

3. Coffee and Climate Conversations

City Staff will host mid-month “Coffee and Climate” conversations to interact with community members and other key stakeholders who are interested in additional interaction regarding the progress and inputs for the CAAP. These informal meetings will occur at a different coffee house throughout the City each month. Steering Committee members may attend these conversations as they are able.

A separate Coffee and Climate event is also held to engage with Steering Committee members between monthly Steering Committee meetings. These meetings are informal drop-in opportunities for Committee members to discuss the plan process, Committee activities and meetings, or anything else Committee members would like to discuss.

4. Technical Advisory Group

Technical leads from the Steering Committee, and climate experts from NAU, FCAC, Coconino County and other organizations and agencies will be invited to convene, as needed, to provide input on technical issues that arise during the planning process. The consultant team will assist the City and Steering Committee in developing specific questions for discussion at these meetings.

5. One-on-one interviews

Members of key organizations and community groups representing a wide variety of organizations and interests throughout the city will be selected for one-on-one interviews. These individual meetings are intended to engage stakeholders known to be sensitive, concerned, and/or opinionated about the climate action and adaptation planning process, but may not engage in public events or otherwise. The interviews are

instrumental in building trusting relationships and collaborating together with key individuals to ensure a successful planning process.

Interviews will follow the adoption of draft goals and initial options to ensure stakeholder buy-in and solicit input on identified options. Interviewees will be identified and interviewed by City staff, Steering Committee members, and if budget allows, with support from the consultant team. Questions will be determined ahead of time and will be consistent across interviews.

Target stakeholders for one-on-one interviews include representatives from the following groups:

- [Jenny, let's brainstorm these. Brian asked for more specificity here, but I think it merits some conversation first]

6. Flagstaff Community Forum Surveys

The consultant team and the City will develop separate plan-focused surveys that will be accessible from the plan website and through the City's Community Forum. The survey will ask respondents for their views and preferences regarding climate action in Flagstaff. We anticipate surveys to precede the open houses—as well as be available at open houses—to supplement in-person public input. The consultant team, City, and Steering committee will consider and discuss survey responses during committee meetings and workshops.

7. Workshop Toolkit

For groups with strong interest in climate advocacy, such as Flagstaff Climate Action Council (FCAC) and the Climate Science and Solutions (CSS) course at NAU, the consultant team will develop a workshop toolkit. The toolkit will consist of key talking points, questions, and activities to be considered when engaging the public around climate action planning. For example, the toolkit will include tips for handling individuals who may intend to disrupt or dominate the debate. If possible, the toolkit will be utilized to engage non-English speaking communities, such as Hispanic families.

The Steering Committee will provide the toolkit to graduate students or community members as guidance for facilitating public sessions and presenting to community groups about the Plan. The groups will be asked to capture and summarize public comment and provide to the Steering Committee for inclusion in the planning process.

We recommend that the toolkit be used to target specific geographic areas or segments of the community that may not be sufficiently reached through the public open houses, such as specific neighborhoods or far right- or left-leaning political organizations. Specific neighborhoods to target could include the following:

- Sawmill
- Cherry Hill
- University Heights
- Cheshire
- Green Law Estates
- Country Club
- Rio Homes
- Bow and Arrow

Potential apartment complexes to engage include:

- Ponderosa trails area (Sandstone Highlands, Timber Trails Apartments, Tablerock)

- Pine Knoll area (Ridge at Clear Creek, Clear Creek Village, Clark Homes and Brannon Homes)

For geographic-specific outreach, these efforts could attempt to consolidate outreach to multiple organizations within a specific area. For example, outreach to the Sunnyside neighborhood could include stakeholders from the Sunnyside Neighborhood Association, The Market of Dreams organization, major churches, and student clubs at Coconino Community.